



Establishing an Integrated Communications Program

*A New Approach to Awareness and Program
Execution*

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Today's Presentation

- ▶ Introduction
- ▶ A Look at Business Process Reengineering
- ▶ Creating Cultural Change
- ▶ The Traditional Approach: Awareness, Training, and Education
- ▶ Why Awareness is Not Enough
- ▶ Communications: A Powerful Tool for Program Execution

Introduction

- ▶ The Federal government is reengineering the security function
- ▶ To ensure effective execution of an agency's IT security program, execution must be seen a people issue
- ▶ An integrated communications program can promote the cultural changes an organization needs to change individual and organizational behavior

What is Business Process Reengineering?

- ▶ According to Hammer and Champy*, Business Process Reengineering can be defined as:
 - The fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance

*Hammer, M. and Champy, J. Reengineering the Corporation: A Manifesto for Business Revolution. New York: HarperCollins, 1993.

What is Business Process Reengineering?

- ▶ Reengineering is caused by a “burning bridge”—a serious fact or happening that threatens the survival of an entity
- ▶ The Federal government’s burning bridge is **RISK**—to assets, information, etc.
- ▶ Reengineering attempts to eliminate the effects of the burning bridge through radical process redesign



Reengineering is a Structured Process*

- ▶ Stage 1: Preparation
- ▶ Stage 2: Identification
- ▶ Stage 3: Vision
- ▶ Stage 4a: Technical Design
- ▶ Stage 4b: Social Design
- ▶ Stage 5: Transformation



- People issues are at the heart of these Stages 4b and 5
- Transformation cannot occur by stopping at the technical design

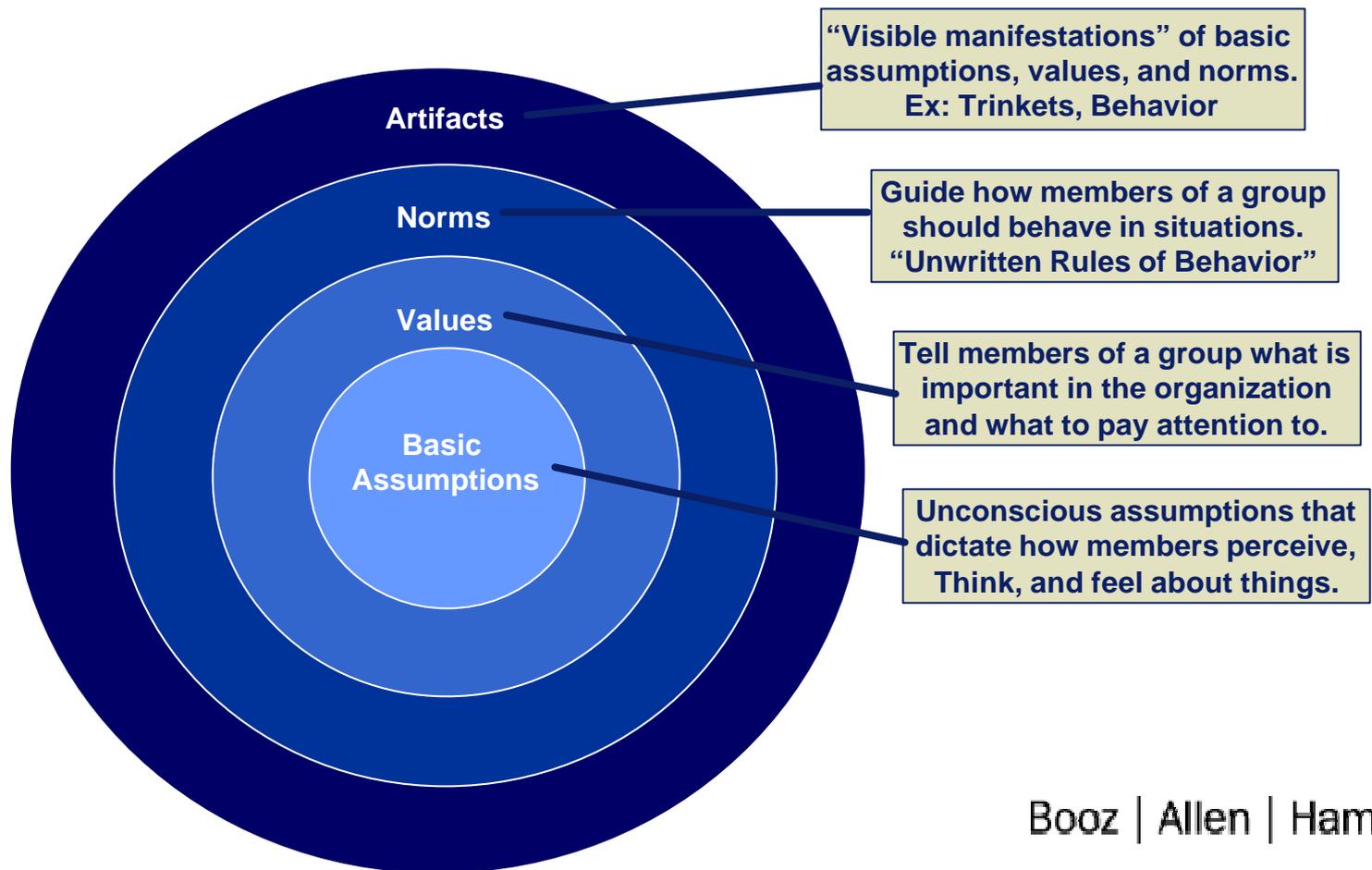
*Based on Manganello and Klein's model

Two Methods of Social Design

- ▶ There are two ways to build compliance within an agency, which is the ultimate goal of social design:
 - **Compliance systems:** Negative model, based on penalties for actions, results are not necessarily lasting
 - **Cultural Change:** Complicated process of instituting messages at many levels of consciousness, results are lasting though not immediate

Creating Cultural Change

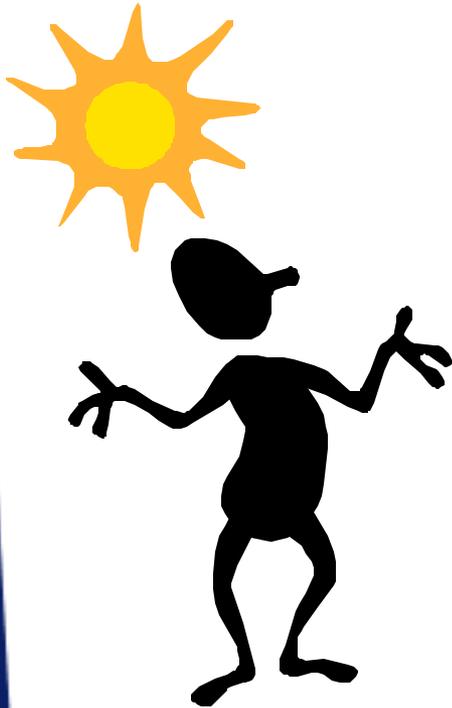
Cultural change requires getting a message through to individuals at a variety of levels of awareness.



Why Awareness Programs Aren't Enough

- ▶ Though they are important, awareness programs generally:
 - Concentrate on annual awareness briefings, Security Awareness Day, and other annual activities
 - Consider behavior change, but do not spend the time and energy necessary to produce long-term results
 - Focus on the end user, without providing information tailored to more granular audience groups

Solving the Awareness Problem



- ▶ A new component needs to be added to security awareness, training, and education to:
 - address limits of awareness programs
 - address change management issues confronted within the organization
 - Ensure that important messages are being disseminated in all directions, to all groups

Communications: A Powerful Tool for Program Execution

- ▶ Communications planning:
 - Is a seven-step process
 - Yields a wealth of data about how information is shared within the organization
 - Can (and should) consider change management principles
 - Will integrate with the awareness segment of awareness, training, and education programs

Communications: A Seven-Step Process

- ▶ Step 1: Discovery
- ▶ Step 2: Identify Target Audiences
- ▶ Step 3: Setting Goals
- ▶ Step 4: Identify Types of Information Needed by Target Audiences
- ▶ Step 5: Identify Communication Vehicles
- ▶ Step 6: Create a Matrix
- ▶ Step 7: Specify the Evaluation Method

Advantages of Communications Programs

- ▶ Provide clear channels for communication, and ensure messages are clear to all audience groups
- ▶ Cost effective way to approach addressing change management issues, which can be a difficult sell
- ▶ Increase the likelihood that messages will be received, absorbed, and internalized by audience groups

Conclusion

- ▶ An integrated communications program can promote the cultural changes an organization needs to change individual and organizational behavior
- ▶ Communications focus on not just awareness in a training sense, but the type of awareness that must be cultivated to build support and behavior change